

MASTER OF SCIENCE IN CONTRACT MANAGEMENT

NAVY MARINE CORPS INTRANET: AN ANALYSIS OF ITS APPROACH TO THE CHALLENGES ASSOCIATED WITH SEAT MANAGEMENT CONTRACTING

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Since 1997, Government agencies have been implementing seat management approaches to information technology contracting. Also known as desktop outsourcing, seat management is a process whereby agencies outsource all maintenance and ownership of their desktop computers, including all required hardware, software, network support, maintenance, and help desk services with pricing computed on a per-user or per-seat basis. The Navy Marine Corps Intranet, or NMCI, is arguably the largest and most complex seat management effort undertaken to date. It is designed to eventually cover approximately 360,000 Navy and Marine Corps users.

This thesis explores the seat management method of contracting and the challenges inherent in this method of acquiring desktop computing power. Such challenges include benchmarking technical performance requirements, establishing performance measures, creating effective incentives, preparing for the transition to seat management, and managing the required culture change. The NMCI program's approach to addressing these challenges is analyzed and recommendations are provided as to where improvements can be made in order to increase the likelihood that NMCI will achieve its expected benefits.

KEYWORDS: Navy Marine Corps Intranet, Seat Management, Contracting, Information Technology, Desktop Computers, Service Level Agreements

CONTRACT CLOSEOUT PATHOLOGIES AND RECOVERY STRATEGIES

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The primary purpose of this thesis is to classify contract closeout pathologies, identify the root causes of these pathologies, and provide a series of strategies to regain control of the contract closeout process, all within the context of the Organizational Systems Framework Model. Critical pathologies identified include process friction, inadequate information technology, contract complexity, personnel skill level, contract financial issues, management concern, perceptions, timeliness, problematic steps, existing backlogs, inadequate manpower, and poor quality records/documentation. Recommendations included taking the appropriate steps to make contract closeout a command priority throughout the Department of the Navy, developing specialized contract closeout training, taking an immediate look at the four most problematic steps of the contract closeout process and implementing immediate measures to alleviate the problems that have historically plagued them, and centralizing the contract closeout function in as many commands as practical.

KEYWORDS: Contract Closeout, Organizational Systems Framework Model

CONTRACT MANAGEMENT

ORGANIZATIONAL ANALYSIS OF THE FLEET AND INDUSTRIAL SUPPLY CENTER NORFOLK DETACHMENT PHILADELPHIA

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The purpose of this organizational analysis of the Fleet and Industrial Supply Center (FISC) Norfolk Detachment Philadelphia was to determine strengths and weaknesses in the organization. The objective was to describe the extent of congruence among important variables in the organization's system framework. This document includes a detailed description of the FISC Det Philadelphia system. Data were collected through interviews with key personnel and employee surveys. Data were analyzed to determine the congruence of the variables that make up the system (inputs, design factors, and results). Conclusions as to the strengths and weaknesses of the organization were drawn based on the analysis of the variables. Recommendations were made on how to improve the areas identified as weaknesses and capitalize on those that were found to be strengths to revitalize the organization. The thesis also provides an example of how systems thinking can be used to perform a strategic analysis of an organization. Seeing the system as a whole through a comprehensive analysis of the key variables allows one to understand the impact of these changes as they relate to the entire organization.

KEYWORDS: Organizational Analysis, Organizational Systems Framework, Field Contracting Office, Systems Thinking, Strategic Analysis, Congruence

WHAT MODEL SHOULD BE USED TO EVALUATE THE EFFICIENCY AND EFFECTIVENESS OF A FIELD CONTRACTING OFFICE

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In the Federal Acquisition Regulations (FAR) Statement of Guiding Principles for the Federal Acquisition System, the vision of the Federal Acquisition System is to deliver best value products or services to the customer. Contracting Officers must achieve this while balancing the many competing interests of the stakeholders in the System. The paradox of efficiency vs. effectiveness can be found in the second sentence by the phrase "balancing the many competing interests in the System." This statement indicates the diverse interest of the many stakeholders involved in the System that, in many instances, prevent the Contracting Office from being efficient and effective. The Government Performance Results Act of 1993 also requires each agency to establish projected outcomes or results by which they will be evaluated against. This thesis examines various literature and existing measurement systems of field contracting offices to determine if efficiency and effectiveness are properly evaluated. The thesis also utilizes the Organizational Configuration Model developed by Nancy Roberts to determine where field offices fit. The thesis identifies common themes found in metrics and draws conclusions based on that information. Finally, the researcher proposes a model for Field Contracting Offices to use for evaluating their efficiency and effectiveness. It is the researcher's hope that this thesis will be of benefit to all field contracting offices that struggle with determining their efficiency and effectiveness. In addition, it is hoped that Systems Commands find some useful information in this thesis.

KEYWORDS: Efficiency, Effectiveness, Balanced Scorecard, Metrics, Configuration Models

CONTRACT MANAGEMENT

ANALYSIS OF GENERAL ACCOUNTING OFFICE BID PROTEST DECISIONS ON A-76 STUDIES

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The Department of Defense continues to aggressively pursue A-76 competitive sourcing targets set by the Office of Management and Budget. As more A-76 acquisitions are processed, it is imperative that these studies are conducted fairly and efficiently. Legal challenges to A-76 actions disrupt the process and have a negative impact on the organizations and people undergoing study. Historically, industry has successfully protested a high percentage of A-76 procurements. This thesis examines General Accounting Office A-76 bid protest decisions issued between 5 February 1996 and 23 December 2002. The cases and protest issues are analyzed to determine the reasons that A-76 protests were lodged, and the reasons that A-76 protests were lost by the Government. The thesis identifies common themes, trends, and key issues, and draws conclusions based on that information. Recommendations for A-76 process improvements are developed and provided. It is the researcher's hope that this thesis will be of benefit to A-76 personnel, particularly to Government acquisition personnel responsible for conducting A-76 competitions in the future.

KEYWORDS: Competitive Sourcing, A-76 Acquisition, General Accounting Office Bid Protest

THE IMPLEMENTATION OF CUSTOMER RELATIONS MANAGEMENT AT FISC NORFOLK DETACHMENT PHILADELPHIA

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Customer Relations Management (CRM) can be defined in many ways. In this thesis, it is defined as the business process an organization uses to provide exceptional acquisition services to existing customers to retain their business and to motivate prospective DoD commands to become new FISC Norfolk Detachment Philadelphia customers. The four key elements to a Customer Relations Management system are: 1) customer identification, 2) customer differentiation, 3) customer interaction, and 4) customized customer service.

FISC Norfolk Detachment Philadelphia can apply CRM practices in the pre-solicitation, pre-negotiation and post-negotiation phases of the acquisition process to add value to the customers' acquisition experience. Customer Relations Management encourages early customer involvement and communication, along with the application of industry best practices and the use of innovative acquisition processes, to save the customer both time and money.

The implementation of CRM practices at FISC Norfolk Detachment Philadelphia will not go against the Federal Acquisition Regulations or the FISC Norfolk Philadelphia Mission Statement.

KEYWORDS: Customer Relations Management System, CRM, FISC Norfolk Detachment Philadelphia, Acquisition Process

